



Mission, Purpose and Funding Background

January 29, 2014

Leadership should be born out of the understanding of the needs of those who would be affected by it~~Marian Anderson

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Vision

The Iowa Department of Human Rights (DHR) is the **results-oriented leader** in creating a more **inclusive and productive Iowa** where a society of economically independent individuals and engaged citizens contribute to the improvement of their communities.

Mission

To ensure basic rights, freedoms, and opportunities for all by **empowering underrepresented Iowans and eliminating economic, social, and cultural barriers.**

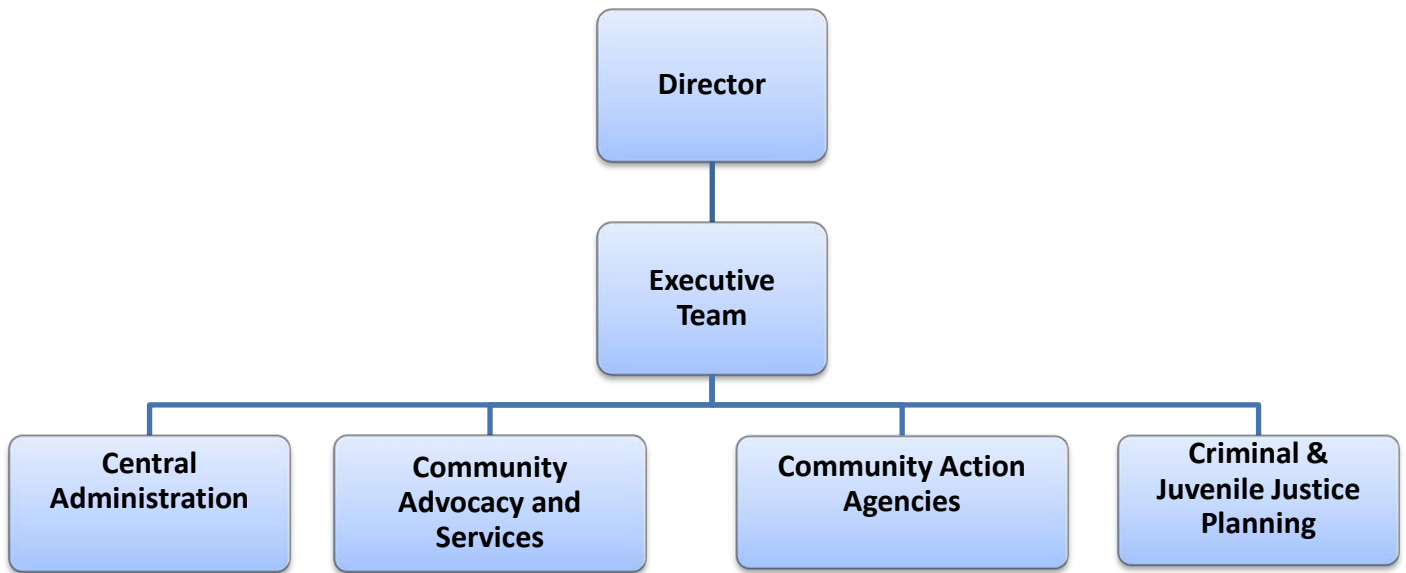
There is no meaningful equality without equity. Equity requires that we level the playing field. That is the mission of the Iowa Department of Human Rights (DHR). We work to create opportunities and remove barriers for vulnerable Iowans. At the personal level, the emphasis is on helping individuals attain economic independence by ensuring access to government services and advancing educational achievement and entrepreneurial success consistent with their aspirations.

At the organizational level, DHR will advocate for underrepresented Iowans and foster hope within our communities by educating individuals, businesses and government entities about the needs, rights and responsibilities of all Iowans. As a state agency, we have a special responsibility to ensure accessibility to government in order to improve Iowans' quality of life.

We focus our efforts on ideas that have the power to reshape the way Iowans think about their responsibility to themselves and one another, and the ways academic achievement and civic engagement can encourage youth to think for themselves.

- identify opportunities where DHR's resources can benefit underserved Iowans in significant and measurable ways
- develop innovative, research-based programs leading to practical, sustainable solutions that are widely accepted and implemented
- partner with others to leverage our resources and capabilities

Table of Organization



- Provide public information
- Coordinate policy
- Coordinate administrative rules
- Provide fiscal services
- Develop and track budgets Oversee personnel/human resource functions
- Conduct strategic planning
- Liaison to DHR Board

- Advocate for and empower underrepresented lowans by eliminating barriers
- Develop and facilitate culturally specific training
- Provide information and referral services to citizens, state agencies, and the business community

- Manage state and local grants management
- Provide training and technical assistance to community organizations
- Conduct on-site program monitoring of grantees

- Operate Justice Data Warehouse
- Manage the Criminal Justice Information System (CJIS) Initiative
- Distribute federal juvenile justice funds to local jurisdictions
- Analyze and evaluate justice system operations

Organization by Division Holding Authorized FTEs

Central Administration	
1	Department Director
.25	Deputy Director (PSE4)
1	Executive Officer 2
1	Budget Analyst 3
2	Accountant 2
.10	Information Specialist 5
.05	Administrative Secretary
.25	Secretary 2

Criminal and Juvenile Justice Planning	
1	Administrator
2.9	Information Tech Specialist 5
2	Executive Officer 3
3	Executive Officer 2
1	Budget Analyst 2
1	Program Planner 2
.95	Administrative Secretary
4	Justice Systems Analyst
1	Statistical Research Analyst 3

Community Action Agencies	
1	Administrator
1	Administrative Assistant
1	Accountant 2
1	Budget Analyst 2
10	Program Planner 3
1	Program and Planning Administrator

Community Advocacy and Services	
.75	Deputy Director (PSE4)
3	Executive Officer 1
1	Executive Officer 3
3	Disabilities Consultant 3
2	Program Planner 2
.75	Secretary 2

Department Structure

The department undertook statutory reorganization in 2010 as part of the omnibus government reorganization bill, SF2088. The Department has significantly streamlined its administrative functions and is better aligned to pursue an integrated strategy to achieve its vision of a more productive and inclusive Iowa. Prior to this change in Iowa Code, each division administrator was appointed by the governor and functioned independently. San Wong, the third director of the department in a 12-month period, was appointed in July of 2011. Her predecessors, Director Daniels and Director McGee, were not in their positions long enough after the revision of Iowa Code 216A to implement the necessary transformation from legislation to organizational and structural change. That change is now being steered by the DHR executive team. The executive team meets each week to monitor and discuss programs, initiatives, issues and opportunities at both departmental and division levels. There is a keen recognition that partnerships and leveraging resources are fundamental to our success and we are conscientiously moving towards crossing functional lines and we are seeing positive outcomes from that change.

DHR is comprised of three divisions (Community Action Agencies [DCAA], Community Advocacy and Services [CAS], and Criminal and Juvenile Justice Planning [CJJP]), each of which is supported by a central administration. In addition to the Director, the department's work is propelled by the executive team, which includes the division administrators for DCAA, CAS, CJJP, Executive Secretary/PIO/Policy Coordinator, and Budget Analyst.

Community Action Agencies

The Division of Community Action Agencies (DCAA) is responsible for the administration of federal and state programs operated through a statewide network of community action agencies (CAA) and other community-based organizations designed to foster self-sufficiency of Iowa's low-income citizens. This network of 18 local CAAs and other local organizations serve as advocates for low-income, elderly and disabled residents in all of Iowa's 99 counties with a variety of programs with a common goal: Helping People, Changing Lives, Building Communities. DCAA administers the following initiatives:

- The federal **Community Services Block Grant (CSBG)** provides support for Iowa's 18 community action agencies to create, coordinate, and deliver a wide variety of programs and services to low-income Iowans, including health, education, housing, employment, nutrition, emergency services, community linkages, and other self-sufficiency efforts. In FFY 2013, agencies served over 125,000 families and 323,016 individuals.
- The **Family Development and Self-Sufficiency (FaDSS)** program serves Iowa families that are receiving FIP and are at risk of long-term economic and family instability. This evidence-based model provides comprehensive services through certified Family Development Specialists to 3,198 Iowa families with 5,446 children last year to assist them in moving to self-sufficiency.

- The federally funded **Low-Income Home Energy Assistance Program (LIHEAP)** is designed to assist qualifying low-income households in the payment of a portion of their winter heating costs, and to encourage energy conservation through client education and weatherization. The program has two additional components: Assessment and Resolution and Emergency Crisis Intervention Program (ECIP).
- The federal **Weatherization Assistance Program (WAP)** provides comprehensive energy efficiency and health and safety measures for low-income households, particularly those with elderly, disabled, and families with children.
- The **Individual Development Accounts (IDA)** program is designed to encourage low-income working lowans to establish savings accounts for long-term asset development that lead to family self-sufficiency. Participants can qualify for up to \$2,000 in state matching funds to pay for higher education or job training costs, purchase a home, start a small business, or pay for emergency medical costs, an automobile, or assistive technology. Savers also participate in financial education courses and asset-specific education.

Community Advocacy & Services

The Division of Community Advocacy and Services (CAS) supports and streamlines services to a diverse constituent base. The CAS Division helps the State of Iowa to efficiently and effectively fulfill its commitment to support diversity. Whether helping persons access interpreting services so they can receive health care, educating lowans in the private sector about the value of employing persons with disabilities, or promoting laws and policies to eliminate discrimination and create equity, CAS Division's staff offers individualized and responsive services that build a bridge between underserved and underrepresented lowans and government.

Within the CAS Division, staff from seven offices work together to analyze and resolve issues affecting groups of lowans who have historically been marginalized. Offices work together to administer programs and advocate for policies that support equal opportunities for their constituents. Because many of the offices in the CAS Division have only one employee, overlap in staff ensures collaboration and continuity of services.

Each office is responsible for collecting and analyzing data about the constituent populations they support. These data assist in determining programming and help to expand culturally affirmative services throughout state government.

Office of Asian and Pacific Islander Affairs
Office of Deaf Services
Office of Latino Affairs
Office of Native American Affairs

Office of Person with Disabilities
Office on the Status of African Americans
Office on the Status of Women

Criminal & Juvenile Justice Planning

CJJP has responsibility for a wide variety of research functions, including operation of the Justice Data Warehouse, the Criminal Justice Information System (CJIS) effort, and the Statistical Analysis Center, which conducts justice system research and completes correctional impact statements on proposed legislation. Through the Justice Data Warehouse and other data collection efforts, this division provides decision support information (by carrying out research, policy analysis, program development and data analysis activities) to assist policy makers, state agencies, and others address issues and opportunities in the justice system. CJIS provides support to operational justice system agencies in reducing paper flow and increasing timeliness and accuracy of information exchanged electronically between and among agencies. The division also acts as the conduit for federal juvenile justice funds to state and local agencies, thereby supporting many local juvenile justice initiatives. Further, the division provides staff support for the Iowa Collaboration for Youth Development (ICYD) and assists in coordinating the Department's youth initiatives.

DHR Board and Commissions

DHR strives to be an example for culturally affirmative citizen governance. The work of the department staff of 47 is also guided and supported by a network of 100-plus Iowans who serve on DHR's diverse boards, commissions, and councils. The newest of these, which resulted from the 2010 reorganization, is the DHR board, which is made up of 16 members, including 11 voting members and five nonvoting members. The voting members include nine members selected by each of the nine permanent commissions and councils (the commission of Latino affairs, commission on the status of women, commission of persons with disabilities, commission on community action agencies, commission of deaf services, criminal and juvenile justice planning advisory council, commission on the status of African Americans, commission of Asian and Pacific Islander affairs, and commission of Native American affairs) within the department, and two additional voting members, appointed by the Governor. The nonvoting members consist of the department director, two state representatives - one appointed by the Speaker of the House of Representatives and one by the Minority Leader of the House of Representatives - and two state senators, one appointed by the Majority Leader of the senate and one by the Minority Leader of the senate. The creation of this new DHR Board has permitted voices from all the Department's constituencies to be involved in the creation of the Department's strategic plan.

Role of the Department

While the three divisions in the Department of Human Rights engage in very different activities, what connects us all is our mission to empower underrepresented lowans and others who serve them. The nature of our work requires that we take into account the unique needs of the different populations we serve. Our staff has a broad understanding of the common challenges faced by underrepresented lowans along with in-depth experience and expertise in specific vulnerable populations.

(1) Direct Programs and Services

- Administer state and federal programs to help low-income families become self-sufficient;
- Assist underrepresented lowans in receiving fair and legitimate opportunities to obtain/maintain employment or entrepreneurial endeavors;
- Coordinate positive youth development (PYD) trainings and technical assistance for youth workers, youth, and state agency personnel to infuse PYD into all youth supports and services.

(2) Grants Management Responsibilities

Two DHR divisions, in addition to Central Administration, are involved in grants management, both as the recipient of grants and granting agencies. CAA and CJJP grants management involves a variety of responsibilities, including:

- As a grantee:
 - Preparing grant budgets and applications for funds;
 - Preparing regular and final grant progress and financial reports.
- As a grantor:
 - Establishing grant selection criteria and priorities;
 - Reviewing grant proposals & selecting grant recipients;
 - Monitoring grant activities to ensure consistency with the approved grant proposal and compliance with federal and other requirements;
 - Monitoring grant expenditures to ensure consistency with approved grant proposals and compliance with federal and state statutes;
 - Providing ongoing programmatic and fiscal training and technical assistance to grantees;
 - Interpreting and complying with all state and federal statutes, rules, and regulations, including Office of Management and Budget (OMB) Circulars and Uniform Administrative Requirements for Grants;
 - Developing appropriate partnerships with local, state, federal and private sector organizations to enhance the effectiveness of the programs;
 - Leveraging grants to attract additional public and private resources;
 - Providing staff support for oversight boards, commissions, and councils.

(3) A resource for decision support information

- Utilize data to support public safety and to better understand trends in criminal and juvenile justice;
- Serve as a resource (information/data, access, perspective) to legislators, state agencies, organizations that serve our constituents, and the general public;
- Provide training to help build the capacity of community organizations, including fiscal management, understanding federal rules, performing needs assessments, strengthening board governance, outcome measurement strategies, and providing technical training for residential energy efficiency.

(4) Advocacy

- Provide technical assistance to organizations and communities addressing specific and unique needs in each of these constituent groups;
- Provide insight and improve access to state agencies that have a primary responsibility for serving underrepresented lowans;
- Uncover and monitor emerging issues affecting vulnerable lowans and convene appropriate individuals, organizations, and local and state agencies to address these issues;
- Initiate or encourage proactive initiatives that address these issues.

Department Funding

FY2014 Sources of Funding for DHR

In addition to the FY2014 General Fund appropriations, DHR will receive a total of \$71 million in federal funding for grants and programs we administer.

Area	State	Federal	Other	Total
Central Administration	224,184	0	560,318	784,502
Community Advocacy and Services	1,047,237	124,000	72,006	1,243,243
Criminal and Juvenile Justice Programs	1,260,580	1,781,901	744,292	3,786,773
Community Action Agencies	100,000	69,123,062	9,625,310	78,848,372
	2,632,001	71,028,963	11,001,926	84,662,890

FY15 Governor's Budget Recommendation

The Governor is recommending FY2015 General Fund appropriations of \$2,426,366 for the Department of Human Rights.

	Actual FY2013	Appropriated FY2014	Gov. Rec. 2015	Gov. Rec. vs. Est. FY2014
Central Administration	208,610	224,184	240,184	16,000
Community Advocacy and Services	1,009,974	1,028,077	1,086,077	58,000
Criminal Juvenile Justice planning	1,099,781	1,260,105	1,100,105	(160,000)
Community Action Agencies	0	100,000	0	(100,000)
Total Dept. of Human Rights	2,318,365	2,612,366	2,426,366	(186,000)

Federal Funding Update

DHR received nearly \$71,000,000 in federal funds for our various programs.

CJJP has been very successful recently in developing sources of funding beyond its General Fund appropriation, either through contracts for services with other state agencies or federal grants. Particularly noteworthy is a recent three-year federal grant to implement the Standardized Program Evaluation Protocol (SPEP) in the juvenile justice systems of three judicial districts in the state. Iowa was one of only three jurisdictions receiving these competitive funds, speaking to the respect federal officials have for CJJP and juvenile justice system programming in the state. Multi-year federal funds have also been approved for projects in the Courts and the Department of Corrections that include support for CJJP evaluation activities.

LIHEAP

The program utilized \$51.2 million in federal funds to provide assistance to 85,777 Iowa households in FY13, providing an average one-time benefit of \$460 per household. Nearly 30% of all households served had an elderly resident, and more than 48% had a member with a disability. Over 94% of LIHEAP recipients are NOT receiving TANF benefits. Benefits are weighted to targeted households, including the elderly, disabled, working poor and households with children under six years of age.

Weatherization

The Bureau of Weatherization administers the federal Low-Income Weatherization Assistance Program (WAP), the nation's largest residential energy efficiency program. The program reduces energy costs for low-income persons, particularly the elderly, disabled, and families with children by improving the energy efficiency of their homes and ensuring their health and safety. Approximately 34% of the households served included at least one elderly person, 32% included at least one person with a disability and 22% included young children.

The Weatherization Program served 2,230 households in PY12, providing an estimated average \$282 in annual savings per home. The program also conducts a health and safety check on every home weatherized, including inspection of all combustion appliances, possible health and safety problems such as mold and unsafe electrical wiring, and carbon monoxide and smoke detectors. Health and safety risks are mitigated in over 50% of homes.

Iowa Client Assistance Program

The program anticipates receiving \$124,000 in funding for the Federal Fiscal Year of 2014, which began October 1, 2013 and runs until September 30, 2014. The funding is received from the Rehabilitation Services Administration (RSA), Office of Special Education and Rehabilitation Services (OSERS), U.S. Department of Education.

Statistical Analysis Center (SAC) Funding

In recent years the SAC has received a variety of funds from federal grants to support evaluation activities. The only funds specifically designated for SAC use come from the federal Bureau of Justice Statistics (BJS). During the last three fiscal years these funds have amounted to \$75,000, essentially supporting one staff person. While the potential size of the award remains the same for FY15, there is likely to be increasing competition for funds in excess of \$60,000 due to reductions in available federal funds. BJS is also changing the focus of available funds, which may further limit funds for which Iowa may qualify. SAC funds from federal grants and contracts are expected to remain stable in FY14 and FY15 (about \$103,000). Unfortunately, supporting staff with federal funds limits flexibility, as grants require staff to work on specific grant-related activities.

Juvenile Justice Funding

Federal funds from the Office of Juvenile Justice and Delinquency Prevention in FFY13 remain a question mark. These funds are typically used in Iowa during the federal fiscal year AFTER they are awarded, so FFY13 reductions began having an impact in October of 2013. Federal funds available for staff support are expected to be about \$325,000 in FY14. Pass-through funds (sent to local jurisdictions through an allocation process) are expected to be in the \$700,000 range, although this figure is speculative. Federal funds for the Enforcing Underage Drinking Laws (EUDL) program are no longer available to Iowa, despite our recognition as a very successful EUDL site.

CJIS Funding

CJIS has received a variety of support from federal grants since its inception. Some of these have provided support for in-house staff, others have not. In FY12 and FY13, CJIS received no federal funds for staff support. Similarly, there is no money expected in FY14 for this purpose. The most recent federal grant ended on 12/31/13.

Department Highlights

Below is a sampling of the diverse projects, initiatives, outcomes and impacts that represents the work of three divisions of DHR:

- Programs administered by DCAA served 323,016 lowans in FY13 with health, nutrition, housing, family development, energy, emergency services, and other self-sufficiency efforts.
- CJJJ's federal Juvenile Justice Reform Initiative grant, now into its second year, promises to assist Iowa's juvenile justice system in becoming more effective and efficient. Implementation of the Standardized Program Evaluation Protocol will assist service providers in identifying and streamlining effective programs to obtain better outcomes in Iowa's juvenile justice system;
- The CSBG assisted local agencies in leveraging over \$188 million in additional federal, state, local, and private funding. Local agencies also leveraged over 18,000 volunteers who contributed over 433,000 volunteer hours to their communities during the year.
- The Low-Income Home Energy Assistance Program provided assistance to 85,777 Iowa households in FY13, providing an average one-time benefit of \$460 per household.
- The Criminal Justice Information System (CJIS) project has begun improving the quality and timeliness of justice system information, thereby improving public safety, eliminating data entry errors and redundant data entry; providing complete, current and timely data; improving the ability to evaluate policy decisions and changes; improving data retrieval response time; providing for better, more informed decision making; and improving the operational effectiveness of existing systems. Iowa's CJIS project is in the forefront of such projects nationally.
- The Client Assistance Program (CAP), within the Office of Persons with Disabilities, provides information to underserved individuals with disabilities regarding the benefits and services available to them under Title I of the ADA as Amended to help them find and keep employment. All services provided by CAP are available to students with disabilities who are applicants or clients of Iowa Vocational Rehabilitation Services or the Department for the Blind to ensure they have appropriate transition plans to allow them to be successful in school and as they transition to integrated employment.
- In FY13, families exiting the FaDSS program increased their average monthly income from wages by over 320%, from \$96 to \$403.
- In its seventh year, the Iowa Youth Congress (IYC) is a civic leadership development opportunity for Iowa high school students. With a special emphasis on recruitment of minority students, the program reaches out through regional meetings to teach students about developing policy issues from grassroots ideas, collaborating across diverse populations, and contributing to public life. The IYC culminates in a Mock General Assembly for 100 students, who prioritize their issues and debate various points of view.

- Youth Leadership Forum, a youth program designed to give students with disabilities the opportunity to learn about how to set goals for their future education and employment. This program has been going through a shift, partnering with Department of Education and with IVRS to create more comprehensive plans for students with disabilities; their YLF “dream plan” overlaps with their IEP’s and IVRS client plans.
- Deaf services staff are creating VLOGS about several topics including social security services. VLOGS are a great way to get information to the deaf community in their own language.
- The Weatherization Assistance Program served over 2,230 homes, resulting in an estimated average \$288 in annual savings per home in PY12
- Achievement of education goals is a key component to increasing long-term family income. In FY13, 342 FaDSS families achieved a major education goal. Of those families, 164 earned a GED/HS Diploma, 107 completed a Certification Program, 60 earned an Associate Degree, and 11 earned a Bachelor’s Degree. The Individual Development Accounts program has allowed 107 savers to make asset purchases, including 43 homes, 22 for education, 12 for businesses, 21 for vehicles, and 4 for assistive technology. Programs administered by DCAA have developed performance evaluation systems that are models for the country. For example, Iowa’s Results Oriented Management and Accountability (ROMA) system for the Community Services Block Grant provides for the collection and analysis of a range of data that allows for program evaluation and improvement. The Family Development and Self-Sufficiency (FaDSS) program has established the Matrix of Family Progress which allows for measurement of family change and progress toward self-sufficiency and return on investment analysis. Iowa’s annual performance evaluation of the Weatherization program will be the basis of much of the national evaluation system now being developed by the U.S. Dept. of Energy.
- The State of Iowa Youth Advisory Council (SIYAC); has been established in the Code of Iowa to develop more effective policies, practices, and programs for youth. SIYAC consists of youth between 14 –21 years of age who reside in Iowa, with the purpose to foster communication with the governor, general assembly, and state and local policymakers regarding programs, policies, and practices affecting youth and families; and to advocate for youth on important issues affecting youth.

Collaborations & Partnerships

DHR recognizes that partnerships and leveraging resources are keys to success, especially for a small agency. A guiding principle for the department is that of collaboration - the sharing of expertise and resources to accomplish mutual goals, with a variety of partners within and beyond state government. This positions DHR in the organizational structure of state government to contribute significantly to its success and to achieve our goals to be a results-driven, customer-focused, collaborative agency that is accountable to citizens and policy-makers. A few examples of such collaborations in recent years include:

Within DHR:

- Establishing initiatives to enhance community action outreach and coordination efforts with Asian language, Spanish-speaking, deaf, and disabled populations;
- Coordinating and enhancing Youth Initiatives within DHR through the Youth Initiatives team;
- Sharing and cross-training fiscal monitoring, auditing, and contract administration staff;
- Providing weatherization services for domestic violence and homeless shelters;
- Providing translating services and employment information during plant closings;
- Providing federal juvenile justice funding to support activities geared toward support and improvement of programming for girls in the juvenile justice system;
- Providing data pertaining to the constituencies of CAS offices on their involvement in the justice system;
- Representing DHR constituencies on the CJJP Advisory Council and the Juvenile Justice Advisory Council's DMC subcommittee

With Other State Agencies:

- Maintaining an ongoing partnership with Department of Human Services and Iowa Workforce Development to administer the Family Development and Self Sufficiency Program;
- Serving on the Iowa Family Support Leadership group at Iowa Department of Public Health, the Family Support Standards Work Group, and chairing the Professional Development Work Group;
- Office of Deaf Services and Office of Asian and Pacific Islander Affairs are partnering together to work with the Deaf Action Center to help individuals within the Burmese culture that do not have a language. They are individuals who are deaf that have not had a language. The project will give these individuals a language, through learning ASL at the Deaf Action Center.
- Serving on the Early Childhood Iowa (ECI) Professional Development and Quality Enhancement subcommittees and the ECI Congress planning committee;
- Assisting and advocating on behalf of applicants or clients in their relationships with Iowa Vocational Rehabilitation Services (IVRS), Iowa Department for the Blind (DOB), or other groups funded under the Rehabilitation Act (as amended), by engaging in individual or systemic advocacy to pursue legal or administrative and other available remedies. This allows applicants and clients of the above-mentioned agencies to focus on their chosen employment goal and move towards self-sufficiency;
- In operating the Justice Data Warehouse (JDW), providing data resources to Legislative and Executive branch agencies and their staffs;
- Through operation of CJIS and supporting the CJIS Advisory Committee, enhancing justice system communication by electronically connecting local, state, and national justice system agencies, permitting the exchange of data, reduction in paper work, and the elimination of duplicate data entry;

- Working with other state agencies to provide program evaluation, monitoring services, and technical assistance under memoranda of understanding and federal grants;
- Providing staff support to the Sex Offender Research Council and Public Safety Advisory Board to develop recommendations for more effective and efficient justice system policy in Iowa;
- Working with the State Court Administrator to implement statewide on-line juvenile detention screening;
- Working with the Attorney General's office in support of their work related to human trafficking.
- Supporting a multi-sector and multi-agency effort to improve the effectiveness of services to girls in the juvenile justice system, and those at risk of becoming involved;
- Working to foster collaboration within the juvenile justice system by leading the Iowa Collaboration for Youth Development (ICYD), established statutorily in DHR to increase collaboration and cooperation among state agencies involved with youth. Since becoming a formalized council, ICYD Council members have agreed that the focal point for collaborative efforts should be a specific and aggressive goal for the state. The Collaboration continues to work toward the goal, identified in its first annual report, to ***increase the graduation rate from 89% to 95% by 2020***. It is with the understanding that several issues (e.g. substance abuse, family, employment, and mental health) prevent many youth from graduating from high school that the ICYD Council agencies work to address these issues as individual agencies and together as a team to maximize efficiency in state government by making the best use of existing resources so as to create substantial and lasting positive changes for Iowa's youth.

With Private Sector:

- With Iowa's investor-owned utility companies, leveraging nearly \$5 million annually in funding for the Weatherization Assistance Program;
- With Iowa Credit Union Foundation, developing the Individual Development Account program (IDA) to promote asset development and financial literacy;
- With Iowa Utility Association, developing and funding a comprehensive annual Weatherization program evaluation;
- With the Iowa Community Action Association and local nonprofit agencies around the state, developing and delivering comprehensive board of director training to support effective non-profit board governance and oversight;
- With Iowa community action agencies, developing Iowa's Results Oriented Management and Accountability project;
- Partnering with constituent specific associations, such as EMBARC and Somalis Association, to help with technical assistance as they work to increase their capacity to support the specific needs of their community.
- Office of Latino Affairs partnered and led the LLI project, Latina Leadership Initiative with DMACC to educate and train young Latina women to serve in the community.

Another example of coordination within the Department involves regular monitoring of federal funds that flow through CJJP to local entities. In recent years the bulk of funding from the Office of Juvenile Justice and Delinquency Prevention has been allocated to the eight judicial districts, and the districts, in turn, establish contracts or MOU's with local treatment providers. Financial monitoring of these projects is a joint endeavor shared by DHR's Central Administration fiscal staff and fiscal staff within CJJP. When issues arise pertaining to expenditure of grant funds, DHR Central Administration and CJJP fiscal staff work together to ensure that funds are spent in accordance with all appropriate requirements.

Emerging Issues/Opportunities

Outreach Initiative

DHR conducted community meetings across the state of Iowa in strategic locations, capturing urban and rural settings, to learn about issues facing special populations in our communities. The meetings were led by the Deputy Director and DHR Division Administrator for CAS Community Advocacy and Services Division (CAS), Heidi Smith.

The purposes of the meetings were:

- for DHR to learn about the issues facing communities.
- to use the information learned to help prioritize and guide the work of our department.
- to identify and document issues and trends across the state. (A report of findings statewide was developed)
- to assist in educating legislators, other state agencies, and stakeholders about the issues.
- to provide an opportunity for community members to learn about the issues and each other, as well.

The following four guiding questions were asked of the participants:

- What barriers does the identified community have to access healthcare?
- What specific issues do students face that peripherally create barriers to success in school?
- What social supports are lacking in the community?
- What are the barriers to successful meaningful employment?

Key leaders were sent letters inviting them to the Outreach meetings. Those that were invited were asked to invite others they felt could provide meaningful information to the conversation from their community. A report has been written about each community where the Outreach meetings were held, focusing on the methodology, statements of findings, as well as recommendations from the meeting. A state trend report was also written and all are available upon request. The top two issues raised across the state were barriers related to language (non-English speaking individuals) and access to transportation across Iowa.

CJIS Infrastructure Funds

In developing the CJIS project, CJJP has made use of federal and other grants, state infrastructure funds, and general funds. Because of a drop in General Fund support for in-house staff, CJJP has used infrastructure funds to contract with outside vendors to manage project development and support new information exchanges. These responsibilities could be fulfilled at much less cost if CJJP were allowed to use infrastructure funds to support in-house staff. Four new state positions would be required, but a savings of approximately \$500,000 per year would result.